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Historical Sketches
OF URBANA

Our Productive Societies.

LEICESTER :
CO-OPERATIVE PRINTING SOCIETY LIMITED,
VAUXHALL STREET.

1894.

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TO TRADES UNIONISTS, CO-OPERATORS, AND OTHERS.



We would commend to your perusal the contents of this Handbook.

The object is to place before the reader a short pithy account of Productive Societies conducted by working men in organisations. A solution of the Labour Question is met with in the pages of this work, and useful information is imparted to the enquiring mind. We are desirous of bringing into greater prominence the fact of our existence. To those who take an interest in our work this book will be of value ; others we ask to seriously consider the educational service rendered to all engaged in undertakings as here described. Below are a few of the advantages to the workers :

Trade Union and District rates of wages are the bases of payment.

Good sanitary conditions.

Participation in the profits and in the management.

Provident fund.

Educational fund.

We ask your aid and support in carrying out the method of improvement for all classes who are determined thus to work out their own redemption, giving an impetus to the spirit of Co-operation as a result.

p26143

Be Sure and Ask at your Stores

FOR

Co-operative-Made Goods,

And see that you get them.

CO-OPERATIVE
PRODUCTIVE FEDERATION
LIMITED.

Registered Office:—44, LUTHER STREET, LEICESTER.

THE objects of the above Federation are—

(a) To prepare and circulate regularly among the Co-operative Distributive Societies a list—herein called “The List”—of all the goods manufactured by any society member at the time, either with or without the prices attached thereto as such members respectively determine, in which no advertisement of any goods competing with goods manufactured by any society member of the Federation shall be inserted.

(b) To organise a systematic canvass of the Co-operative Societies, and for that purpose to divide the United Kingdom into districts, to be visited by agents or travellers, either appointed by the committee or under any arrangements entered into by it with any society member, so that each such agent or traveller represents all the Societies members of the Federation who desire to avail themselves of his services, and carry with him The List.

(c) To establish, as soon as practicable, in each district, centres where samples of any goods in The List may be exhibited, and prices or any other information relating thereto may be obtained. And for this purpose to invite the aid of the distributive societies in all ways found practicable.

(d) To establish, as soon as possible, among the members of the Federation conferences for the discussion of any matters connected with the business of the Federation, which shall be held at such times and in such order as the general meetings fix from time to time, at the works of each Society member, or, on the request of any such Society, at such other place near thereto as it may select.

(e) To enter into communication with the Central Co-operative Board, the Wholesale Societies, and all other representative bodies in the Co-operative movement, in order to ensure, as far as may be, the harmonious working of the Federation with them.

The aims of this association are highly commendable, seeing that with each succeeding year new enterprises are entered into by associations formed for productive enterprise, and that in their early stages all, without exception, have preliminary difficulties to overcome, difficulties which, in some cases, are the means of stifling the new-born society soon after its birth. With the help which this association may be the means of furnishing, some of these difficulties may be laid as soon as they arise.

We must acknowledge the value of unity as the mainstay of our movement, and if this is so essential

for the welfare of our individual societies, why is not this principle equally valuable to us as productive societies?

Many things may be undertaken and organised by united effort which it would be folly for an individual society to attempt.

A systematic placing of the goods manufactured by the federated societies or before the co-operative world by agents, at exhibitions, conferences, &c., is the aim of this association, and if we, as producers, are to succeed, we must needs give our goods that publicity which shall inform the bulk of co-operators what we are producing. This may be done effectively by employing an agent to visit exhibitions, conferences, festivals, and other meetings of co-operators, and distributing such literature as shall be suitable; also to provide lecturers to explain our principles and methods of working wherever this may be desired; and by holding stock of goods in easily accessible centres, which societies may draw upon for their immediate wants, which no doubt would be the means of an increased trade to the societies forming the Federation; of advancing loans to societies in need of such help. There is generally in the life of most societies a time when this assistance is most valuable, and as co-operators we are under obligation to assist when possible a struggling society in such times of need.

This association was formed in 1881 by a few earnest workers connected with the various productive societies then in existence, whose hearts were in thorough sympathy with the efforts being made to emancipate the workers, and it has met with varied

success in the work it has undertaken to do. It has been instrumental in placing the goods produced by the federated societies before the co-operators at conferences in the various sections, and has thus done much good by bringing before the notice of outlying societies goods that are produced in the movement ; also in giving advice to societies already in existence which have found difficulties in the way of their progress, and assistance to others in their initial stages.

We would appeal to all productive societies to earnestly consider this matter. Can we, by joining this Federation, assist, consolidate, or be in any way instrumental in helping forward the consolidation of the individual productive societies into a body, that by its influence may give a great impetus to the realisation of the practice of Co-operative productive enterprise?

The shares are of the value of £1 each, on which 1s. shall be paid on allotment. Each society shall hold not less than one share for every five members, except exempted by the resolution of a general meeting.

The ordinary expenses have to the present time been met by calls of from 1 to 2 per cent. of the net profits made by the federated societies.

The publication of this work has been brought about by the efforts of the association. And if the productive societies will draw closer together in the bonds of federal unity, greater results may be achieved in getting nearer to that goal which our high aspirations make us sigh for.

Productives, let your motto be "Federate."

LEICESTER

Co-operative Boot and Shoe

MANUFACTURING SOCIETY LIMITED.

MAKERS OF THE CELEBRATED

'Eagle' Brand Boots & Shoes.

THIS Society was formed in September, 1886, by about 60 working men, enthusiastic believers in the principle of Co-operative Production based on the Co-partnership of the Workers. Franklin's saying:—"To be cast on our own resources is to be thrown in the very lap of fortune," has never been better exemplified than in connection with this Society, when it is stated that nine months elapsed before 200*l.* was subscribed. It will be seen that outside help was nearly if not entirely dispensed with. Relying on their own resources, but with a determination to solve the difficult problem, business was commenced in July, 1887, with four or five employees and 200*l.* share capital. The first quarter's trade showed a loss of 15*l.*; the second a profit of 43*l.* With this the previous deficit was wiped out; and the remainder became the foundation of a reserve fund.

Four years ago the Society moved from Friars Causeway into a large three-storey factory in Bede Street, this has in turn become considerably too small for their continually increasing trade ; and as a consequence the Society have just commenced to build a large modern factory, at an estimated cost of 8,000£., in order to meet this expenditure the Committee are making a special appeal to societies and individuals for additional Share and Loan Capital. Share Capital receives Interest at the rate of 5 per cent. per annum with a share in the profits ; and Loan receives Interest at the rate of 5 per cent. per annum.

The Committee say :

That this expenditure will be a wise one will be seen from the following facts :—

1. That the Society's present rental is equal to 5 per cent. per annum on a capital expenditure of 4,000£. ; and the premises are altogether too small, ill convenient, and badly ventilated.

2. That the proposed building at a cost of 8,000£., will give us at least three times the accomodation we at present possess, and erected specially to suit our purpose, will conduce considerably to economical working, not to mention the greater conveniences we shall have.

The following figures illustrate the growth of the society :—

Year.	Members.	Capital.	Reserve.	Trade.	Profit.
		£	£	£	£
1887	220	420	20	2800	230
1888	304	1420	81	8600	544
1889	578	3480	173	13674	1092
1890	708	4371	184	19730	712
1891	737	4776	250	25134	927
1892	846	6666	342	32954	1695
1893	925	9009	442	33375	1378

The vigour and resourcefulness displayed have from time to time attracted the attention of prominent co-operators, trade unionists, and the favourable comments of the leading trade papers throughout the country.

PRESS NOTICES.

The *Boot and Shoe Trades Journal*, August 18th, 1888, says :

“Their samples show an amount of care and finish not often surpassed. Nothing but satisfaction can result from an inspection of this Society’s goods.”

* * *

The *Shoe and Leather Record*, says :

“They make a large variety of Men’s, Women’s, and Children’s Boots and Shoes, of sound material and good workmanship, most of them being of good medium quality, with a fair sprinkling of superior and finer makes.”

* * *

The *Co-operative News* for June 2nd, 1888, says :

“Its manufacturers are of a thoroughly reliable and honest character, and of an extensive range.”

The "Congress Report" for 1888, says:

"This Society has succeeded beyond the most sanguine expectations of its promoters.

* * *

The London Labour Association, in their "Annual Report for 1888," says:

"The most brilliant success of the year has been that of the Leicester Boot and Shoe Society."

* * *

The Midland Section, in their "Report to Congress" for 1889, (page 46) says:

"We are glad to note the success attending the attempt made by the Boot and Shoe Society to solve the profit-sharing question, and the Leicester district may indeed be proud of the step taken in the way of successful production."

* * *

Extract from a letter received from G. J. Holyoake, on April 8th, 1894:—

"I wish I had a photo of the man who made my Shoes. They are graceful; they are perfect; light, soft, and fit to a hair. When I am Pope the 'Eagle Brand' shall be Boot Makers to the Vatican."

MORAL:

Wear "EAGLE BRAND" BOOTS

AND THUS

Support Production in its Legitimate Form.

The Scotch Tweed

MANUFACTURING SOCIETY LTD.,

ETTRICK MILLS, SELKIRK,

Makers of All Wool, Cheviot, and Saxony Tweeds, Black and Indigo Serges, Diagonals, Worsted Suitings and Trouserings, Worsted Overcoatings, Ulstering Cloths, Ladies' Tweed Costume Cloth, Ladies' Mantle Cloth, Travelling Rugs, Woollen Sheetings, Scotch Blankets, Wheeling Yarns in all shades.

The Share & Loan Capital amounts to £19,251 sterling

And is held by Sixty Co-operative Societies and 321 Individual Members.

Result for 6 months trade ending October, 1893,
is as follows:—

Profit made	-	-	£1325.
Paid to Capital	-	-	5 $\frac{5}{8}$ per cent.
Paid to Purchaser	-	-	2 $\frac{1}{2}$ „
Paid to Worker	-	-	5 „

THIS Society is based upon true Co-operative principles. The Profits from trade being divided betwixt capital, purchase, and labour.

It has been the constant aim of the Society from its foundation to manufacture a really artistic, as well as a thoroughly sound and serviceable material.

All workers over 16 years of age are Shareholders, and are eligible for a seat on the Board of Management. The Society owns one of the finest blocks of buildings in the south of Scotland, and the machinery used is of the most improved in the woollen trade. The support which the Co-operative movement has given this Society proves conclusively that their products are giving entire satisfaction.

Samples may be had at any time on application.

Carriage paid on all orders of £5 and upwards.

THE
AIREDALE

CO-OPERATIVE

Worsted Manufacturing

SOCIETY LIMITED.

ESTABLISHED 1872.

Present Membership—Societies	-	-	132
„ „ Individuals	-	-	138
Total	-	-	270

WORKS AND OFFICE :

FULTON ST., BRADFORD, Yorks.

WAREHOUSE :

8, LEEDS ROAD.

Telephone No. 836.

Manufacturers of

Cashmeres

Both Wool and Unions.

Italian Cloths

For Tailoring Departments.

Whip Cords

All Fashionable Shades.

Wool Foules

Pure Botany Wool.



**ESTAMENES, SERGES, DIAGONALS,
OTTOMAN CLOTHS, &c. &c.**



Samples sent to Co-operative Societies on application.

GROWTH OF THE SOCIETY

DURING RECENT YEARS.

Dec. 31st.	Sales.	Profits.	Loss.	Share Capital.	Reserve Fund.
	£	£	£	£	£
1884	8263	561	—	2211	335
1885	8650	557	—	2336	380
1886	9012	683	—	2465	412
1887	9087	535	—	2619	444
1888	10266	711	—	2766	487
1889	11016	760	—	2905	535
1890	12903	499	—	3047	570
1891	14252	984	—	3142	616
1892	14105	913	—	3282	661
1893	14930	944	—	3385	707

PROFITS ARE DIVIDED

Amongst all who help to make them, viz. :

- 1.—The Capitalists or Shareholders who find the necessary Working Capital.
- 2.—Every Servant employed by the Society, in whatever capacity.
- 3.—The Purchasers, who, by placing their Orders with us, find us employment.

THE BARWELL
Boot & Shoe Manufacturing
SOCIETY LIMITED,
BARWELL, near HINCKLEY.
ESTABLISHED 1891.



SELF-HELP is the groundwork of our Co-operative faith. If we will not help ourselves, who can help us? With a firm determination to better our condition a few working-men commenced in June, 1891, to subscribe by instalments the necessary capital for employing themselves. When 55% had been accumulated a commencement was made. At the end of six months the Share Capital stood at 207%. Varying fortune attended our efforts, and, up to the present, after depreciating our stock at 10 per cent. according to rule and paying 5 per cent. interest on Share Capital, we have been able to make a profit of upwards of 40%, which has been divided between Capital, Labour and Custom, according to rule.

Taking into account the initial difficulties of starting a business with a small capital and lack of commercial knowledge and experience, we have pleasure in looking on the success which has attended our efforts as very gratifying results.

We have, during the last six months, had our position materially improved by the influx of additional capital, making our present working capital 785%. The Local Branch of the National Union of Boot Operatives have recently taken up 100% in Shares in our Society, after investigation and inspection of our Works, which should be an indication of the soundness of our financial position. To societies, therefore, who have spare capital at their disposal, this may induce them to invest a portion with us, which, according to rule, receives 5 per cent. and a share in the profits.

We have recently engaged a Managing Secretary, who has had upwards of six years Co-operative experience, in whom we have confidence, and that by knowing the requirements of our Co-operative friends we shall be in a better position than ever to cater for the tastes of those who may favour us with their orders. We appeal to all true Co-operators for their sympathy and support by asking at their stores for our goods, but we do not desire that our goods should be bought simply out of sympathy, but tried and tested, and they will be found, for style and durability, to be equal to anything that is upon the market.

During the period of 1893 we have succeeded in opening 51 new accounts with societies.

Shares £1 each.

Our Rules provide for the division of profit between Capital, Labour and Custom, as follows :

Shares, 5 per cent., with additional 10 per cent. of profits.

Workers, 40 per cent. of nett profits.

Customers, 20 per cent. of nett profits.

Loans, 5 per cent.

We will gladly supply and further information to societies or friends.

Leicester Co-operative Hosiery Manufacturing Society.

WHEN the above Society commenced, the conditions of the trade were favourable to a start being made with small capital. A large percentage of hosiery was made in hand frames in cottage homes or small shops scattered over Leicester and the county. Improvements in power machinery during the past ten years have entirely changed these conditions.

The cost of production, from the old method to the new, has decreased fifty per cent. ; in some cases more. One class of goods used to cost making 9d. to 10½d. per pair ; they now cost 2¾d. The whole of this difference has gone to the consumer, while the weekly earnings of the employés have been increased.

OUR AIMS.

We were and are convinced that the chaotic and conflicting conditions of capital and labour could be altered if the workers would resolutely face the problem.

We were more concerned to enlarge our trade, and thereby to increase our influence in the labour market, than to make large profits. We strive to make the conditions under which our employées pass one-third of their existence as pleasant as possible.

It is always the most satisfactory to look at aims in the light of facts, therefore we refer the reader to the opinions of others, contained on page 6.

WE COMMENCED TO MANUFACTURE

Upon a capital of £30. Our premises were the front room of a cottage, rent 1s. per week.

As soon as we started we were

IN DIFFICULTIES FOR CAPITAL.

One or two spinners, knowing several of the committee, gave us a month's credit for yarns, but in the first two years we often had to go borrowing from our friends for the money to pay wages.

HOW WE OBTAINED TRADE.

Being a hundred miles from the centre of the Co-operative movement, we dare not risk much money in travelling, so we sent samples to Co-operative societies all over the country, asking if they would kindly examine and return them carriage not paid. In many cases we got small orders. In some cases they could not give us an order then, but they sent our samples back carriage paid, with a kindly word of encouragement. The kindness we received greatly helped us, and

we were soon able to attend conferences and wait upon buyers and committees. Speaking broadly, we have always found that if we proved to them we could do as well as private firms they would give us a part of their trade, and as the years go on a large number of stores find that they can with advantage do nearly the whole with us. The Manchester Wholesale is taking over a quarter of our total production.

OUR CAPITAL

At the end of the second year of active work was £477. One store, Leicester, had taken up twenty £1 shares with us. In the report of the December half-year, 1880, is the following, "Our share capital has increased during this half more than fifty per cent. The Crewe Co-operative Society has taken up fifty shares with us. This gives us great encouragement, and leads us to hope that other Co-operative societies will take up shares." From this period we have had very little difficulty in getting capital from our fellow Co-operators who have been trading with us upon putting before them our need. In 1882 more than half our capital belonged to employes, nearly all of whom were hand-frame workers.

PROFITS

In the Hosiery trade are not large. We have been always more concerned in serving our fellow Co-operators well, and thus obtaining their confidence and trade, than to risk losing orders by putting on larger profit ;

hence, although our employés have not received a large dividend on labour, they have from the first received trade union prices and *almost continuous employment*.

We have always thought it best for all concerned to look well to the foundations of the society in the shape of depreciation of machinery, fixed stock, land and buildings, at the same time creating a reserve fund equal to 10 per cent. of share capital.

OUR PRESENT POSITION.

We have more than doubled our trade each four years :

Our 1st year, 1877, was	£1,000.
„ 4th „ 1880, „	£3,375.
„ 8th „ 1884, „	£6,629.
„ 12th „ 1888, „	£12,502.
„ 16th „ 1892, „	£27,314.
„ 17th „ 1893, „	£32,493.

CAPITAL, DECEMBER, 1893.

Issue ceased, A Shares, transferable.....	£3,601
Issuing now, B Shares, transferable..... ..	6,838
Loans	8,978
	<hr/>
	£19,417
	<hr/>
Reserve Fund	£955
	<hr/>
Machinery and Fixed Stock (present nominal value)	£5,114
By Depreciations	4,136
	<hr/>
Total Amount bought	£9,250
	<hr/>

Land and Buildings in 1890 cost	£4,544
Additions	105
	<hr/>
	£4,649
We have Depreciated	458
	<hr/>
Present value.....	<u>£4,191</u>

DIVISION OF PROFIT FOR THE YEAR, 1893.

7½ per cent. per annum on "A" shares.....	£272
6 ,, ,, " B " shares.....	361
On members' purchases, at 4d.	449
On non-members' purchases, at 2d.	46
On labour, at 4d. in the £	110

We are members of the Co-operative Union, Wholesale Society, Productive Federation, Printing, and Newspaper Societies, and Insurance Company.

THE CHIEF CAUSES OF OUR SUCCESS

Have been the help which the societies have given us in capital and trade, and the fact that we have learned to put the welfare of the society before our own opinions, or even our own seemingly direct interests, being assured the success of our society would be the best success for ourselves.

G. NEWELL, *Manager.*

A Profit-Sharing Concern at Leicester.

[Reprinted from the *Workmen's Times*.]

THE LEICESTER CO-OPERATIVE HOSIERY MANUFACTURING SOCIETY, CRANBOURNE MILLS.

HAVING business in Leicester last week, when I had got through I made it my duty to call upon Mr. James Holmes, secretary of the Amalgamated Hosiery Operatives' Union. I found Mr. Holmes just on the point of going to an interview with the manager of the Leicester Co-operative Hosiery Manufacturing Society Limited. "Suppose you come along with me," said Mr. Holmes; and as I had never been inside a hosiery manufactory, I assented, and together we took a tram to Cranbourne Street, in which the factory of the Co-operative Society is situated.

On my way I put a few leading questions to Mr. Holmes as to what it was that we were going to see. I gathered that its great merit in Mr. Holmes' eyes was that it was such a comfortable shop.

"They can show you a list of names at this place," said Mr. Holmes, "as long as my arm, of people who are waiting to be set on. But the mischief is, nobody

ever leaves, and it is only the vacancies caused by death and the new situations created by the extension of the business that give openings. The manager treats the workhands as he would like to be treated himself. The committee thoroughly approve this, and the consequence is that the workpeople are quite a happy family. Another thing that makes the place such an enviable one at which to work is the fact that employment is very regular. The great curse of our trade is that it is so much a season's trade. We may be very well employed and working overtime one half of the year, and walking about the streets the other half. At the Co-operative Society's works, however, the trade is not so much a season's trade. They cater for a special line of customers, the distributive Co-operative societies all over England, Wales, and Scotland, and the varieties of goods required by these societies are so great that there is nearly always work on hand, and if there is no order on the books, it is nearly always safe to work to stock. You may guess, therefore, that there is always a desire to get employment here, and that very seldom is there a case where a man or woman, once employed, leaves the place."

I saw enough during my tour to convince me that Mr. Holmes had not exaggerated when he described the situation of those employed under the society as being a very comfortable one. There are a large proportion of women and girls employed in the factory, and as I was passing through I heard many a snatch of a hymn, with

an occasional chorus, and when I can hear the melody of human voices rising above the noise of mill machinery and blending in harmonious strains of praise, I need no further evidence to convince me that the iron has not entered into the souls of the singers, and that they are as happy as it is possible for people to be in the environment by which they are surrounded.

It is not my intention to enter into a description of the processes of hosiery manufacture. Suffice it to say, that to go through the works of the Co-operative Hosiery Society at Leicester is as good as a panoramic view of the progress of mechanical invention in connection with the hosiery trade. It is not, however, of these things I would speak. Improvements in machinery are no doubt important if we are to keep abreast or ahead in the race of competition. But to me it is supremely important, not that the machinery should be up to the mark, but that all the arrangements for the comfort of the work-people should be seen to with a jealous eye, and in my tour through the rooms I could see nothing to complain about in this respect.

In one place we came across heating ovens and hot water apparatus for the meals of those employed, and another room was set apart for the purpose of dining. Then there was an ingenious arrangement by which the engine could be stopped from any part of the mill by simply moving a rod, and what a good thing this is those will be able to estimate who have been witnesses of machinery accidents.

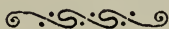
But apart from all the arrangements for their comfort, and the advantages the hands employed at the Co-operative Society's works enjoy in consequence of the far-seeing and economic disposition of the committee and manager, there is another consideration which gives the employés more than an ordinary interest in their work. This is one of the few places in which the principle of profit-sharing is carried out. The workers have a dividend on their earnings, realizing 4d. in the £. The workers may, therefore, look forward not only to regular employment, which means regular wage, but over and above that to the welcome dividend, which makes them feel that they have a stake in the concern, and causes them to put forth every effort to insure its success. Would that all employers were wise in their day and generation. Kindness, I am sure, is more powerful than compulsion, and when that little lesson has been thoroughly learned it will be a happy day for the wealth producers of the country.

I think I have said enough to show that the Leicester Co-operative Hosiery Manufacturing Society Limited is a concern worthy of encouragement. As the bulk of its trade is done in the Co-operative societies, who in their turn distribute almost exclusively to working men, I commend its interest to their keeping. They can influence boards of directors to increase their purchases from the society, and in this way help on a concern which seems to be conducted on lines that ought to ensure

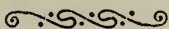
general approval at the hands of workers.—*Workman's Times*.

The *Co-operative News*, in its report of the Productive Exhibition of the Co-operative Congress at Bristol, says:—"The Leicester Hosiers have striven to make a name for themselves. They have succeeded. The Symergon Hosiery is winning general favour."

A Profit-Sharing Business.



CO-OPERATIVE HOSIERS AT WORK.



[Reprinted from the *Midland Free Press*.]

IN resuming my descriptions of Leicester trades, I am surprised to find what a prosperous concern the Leicester Co-operative Hosiery Manufacturing Society has become. I decided to look round the Cranbourne Street Mills, which are the latest evidence of their enterprise, and on making the object of my visit known, I was cordially “taken in hand” by the manager, Mr. G. Newell, and shown over the works. The first department inspected was the yarn room, which contained about £1000 worth of stock. Much of this material is received ready dyed, but some colours—black and navy blue particularly—are dyed in the fabric, because thereby a better appearance is obtained. Broadly speaking, I was told women’s and boys’ hosiery are dyed in the fabric, and men’s hose and half-hose are dyed in the yarn, the latter being mostly neutral tints. The varieties made in these works are very numerous. Passing into the main building, on the first floor we found girls and women engaged winding the yarn, from

hanks. Close by were other machines for winding yarn from the "cops." Next I viewed the yarn being knitted into pants, with all the beautiful movements of Cotton's machines—one making four at once, another six, and so on—all fashioning the garment in one piece to the shape of the body. Then there is the double-splicing—making the fabric thicker at the wearing parts by the introduction of an extra thread. It is a wonderful operation throughout, and none the less so in that the task of the worker appears to be exceedingly simple ; but, my guide said, there might easily be, for want of care, a disastrous smash in the needles, for which reason this firm, at least, have more faith in skilled adult male labour than in the utilisation of boys and women. All the various improvements in the knitting machine may be studied here. Close by were the rotary knitters, making the bodies for men's underclothing, also "women's fashioned legs"; then Cotton's again, knitting and fashioning children's cashmere socks, twelve at once ; others making sleeves for the bodies of underclothing, and men's and boys' ribbed "knickers." To give an idea of the advance in speed with regard to the latter, an old stockinger informed me that where six dozen were made on the hand-frame, one of the Cotton's machines would produce fifty dozen !

Now we come to the older circular machines, with the ingenious "tumbler" needle, an exceedingly pretty movement, making cashmere "legs" without a seam, which are afterwards heeled and footed in the Cottons

and rotaries. The circular machines do not fashion the fabric, but the legs being ribbed stretch sufficiently to form to the leg in wearing. Here also were the Lamb's frames knitting Cardigan jackets. On the other side of a partition female workers were engaged finishing women's stockings, shirts, pants, and Cardigans. Yet another department, and here women and girls were at work with the Griswold knitters, which make a stocking all through with the exception of finishing the toe. There is some nimble work for the fingers at the junction of the different parts of the stocking, and I could easily understand why women should be solely occupied on these machines, while male workers had charge of the others.

I found other females at work at linking machines, putting the ribbed bottom on shirts, cuffs on sleeves, toes, heels, etc., on hose. In the bottom warehouse, before going to the finishers and cleaners, goods were being examined and mended ; others were undergoing similar scrutiny after being dyed ; and then they were paired, folded, papered in half-dozens, and sent to the stock-room.

Continuing the conversation, the manager said : " We have splendid people here to work ; our employés for standard of respectability stand about the best in the town." " What I am interested in," I said, " is the principle upon which you are working—is it a success?" " Yes," he replied, " You see what we have done in our little way. Its the doctrine of dividing the profits

between the worker and the customer. Our shareholders receive a fixed percentage of $7\frac{1}{2}$ per cent., or 6 per cent. on shares issued now, and what we aim at is for **the workers and customers to be all shareholders**, so that they will get the percentage on capital and share the profits as well." "But do the workers really get much of the profits?" "It's not the amount of profit they get," he answered, "it's the spirit in which the thing is worked. They are made to feel that they are not so many parts of a machine, but human beings whose interests the committee and manager are careful of." "The principle is good," I said; "but do you think it will make headway?" "Yes, I do," he said decisively; "I think this thing will go on rapidly, and in a time those in the ordinary competitive trade won't stand a chance with those on our principles."—*Midland Free Press*.

Miss Webb, in describing the visit of the Women's Guild to the Works, says :

"It was the workpeople who interested us most. More contented, happy faces, bright appearance and friendly manners it would be difficult to find in any assembly."

The London Productive Society

LIMITED,

CO-OPERATIVE COCOA & CHOCOLATE MAKERS

THAMES DITTON.

THE London Productive Society is founded upon true co-operative principles, the rules providing for the equitable distribution of the profits between workers, customers, and shareholders. Every worker can become a partner, with a right to nominate and vote for the Committee.

All employees are directly interested in maintaining the high quality of the society's productions.

All co-operators are requested to give the Co-operative Production **Nutritial Cocoa** a trial, and to recommend it to their friends. Its exceptionally high quality, fine flavour, and moderate price are readily appreciated by most consumers.

The **Nutritial Cocoa** can be obtained from nearly all the co-operative societies throughout the country. Should any difficulty be found in procuring it, a post card sent to the Co-operative Cocoa Works, Thames Ditton, would be esteemed and have prompt attention.

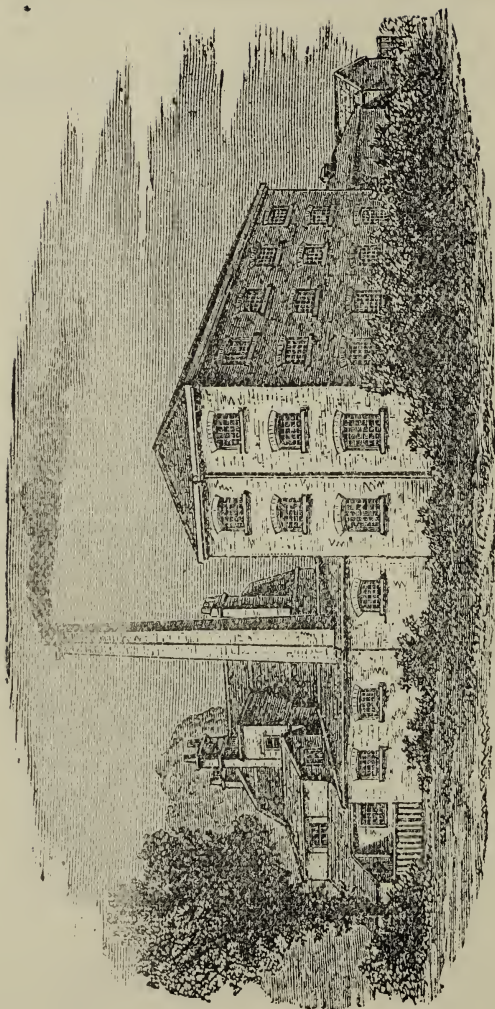
Application for transferable share capital invited.

The London Productive Society Limited, is also prepared to receive deposits of loan capital at 5 per cent. per annum interest, withdrawable on the following terms of notice :—

For sums of £25 and under, one week's notice.

„ £100 „ one month's notice.

„ above £100, three months' notice.



VIEW OF THE

London Productive Society's Co-operative Cocoa Works,
Thames Ditton.

The Bradford Co-operative Cabinet Makers' Society

LIMITED,

OF 57, Upper Seymour Street, and 3, Downham Street, Leeds Road, Bradford, first saw the light of day in Richmond Road, June, 1890, and was registered as a society September 5th of same year. A start was made with two men, with capital subscribed by working men. Shortly after commencing business larger premises were taken in 3, Downham Street. It was not long before it was again found necessary to look out for larger premises to meet the continued increase in business; the committee therefore decided to purchase the present premises in Upper Seymour Street, which were fitted up with machinery, the work previously being done by hand.

It may be interesting to note that two years previous to the date upon which the Society commenced business a meeting was called by several cabinet makers for the purpose of commencing a Cabinet Works. As will be readily imagined by the Co-operative movement generally, a very difficult task was begun: it was soon very forcibly demonstrated that if we were to succeed we should have to turn our attention to Co-operative Societies for trade and capital, as there was no "love" shown by private traders for a concern with a Co-operative name. An appeal was then made to Co-operative Societies to assist us. The undermentioned figures will show that in the matter of trade they have supported us well. During the three years of its existence the turnover has increased from an average of 8*l.* per week for first six months to 90*l.* per week for 12 months ending 1893; the Share Capital from 111*l.* to 1149*l.*—not a considerable addition when it may be said that in the Cabinet business one of the most essential factors in its success is a stock of well seasoned dry material. Though many difficulties have presented themselves, the indomitable energy of the Management Committee have enabled them to surmount them. They trust that their efforts may be well supported by the various Co-operative Societies who take an interest in Co-operative Production by their Trade, Loan and Share Capital, which is urgently needed, and thereby assist in bringing about the emancipation of the worker, and the furtherance of Co-operative Production generally.

THE Hinckley Boot Productive Society

LIMITED.

STOCKWELL-HEAD, HINCKLEY.

Specialities:—STRENGTH AND DURABILITY.

THIS Society was started in 1889 by ten working men (owing to a nine weeks' strike in the trade), with a capital of £200, and with the intention of employing themselves and others, and also to further the interests of trade unionism. We have found it difficult and hard uphill work to establish a trade, but by perseverance and giving good value for money, by using nothing but the best material, we have succeeded in opening accounts with 150 societies. Our capital has not, however, increased sufficiently with our trade, and we are, therefore, much inconvenienced by not having sufficient capital to work with. We however confidently hope that societies will help us in this matter.

THE FOLLOWING FIGURES ILLUSTRATE THE
GROWTH OF THIS SOCIETY.

	HALF-YEAR ENDING				
	Dec., 1891	June, 1892	Dec., 1892	June, 1893	Dec., 1893
Capital	£ 270	£ 297	£ 308	£ 344	£ 381
Trade	1573	1773	2127	2771	2594
Profits	30	38	70	100	100
Bonus to Labour (in £)	5d.	7d.	7¼d.	7½d.	8½d.
Divid'd to Cust'rs ..	2d.	2⅓d.	4½d.	4½d.	4½d.
Bonus to Shareh'd's ..	—	—	5½d.	7¼d.	7d.
Reserve Fund	£ 1 8 0	7	18	32	50
Depre'tion of Fixed Stk.	—	7	7	25	26

THE
Co-operative Sundries Manufacturing Society
LIMITED,
GREENSIDE, DROYLSDEN.

THE above Society commenced its operations in a very small way in the month of April, 1885, its object being to manufacture and pack patent medicines, drugs, proprietary articles, pickles, sauces, health salt, baking powders, cough mixture, etc., etc., and all those little articles commonly called "household necessities." It commenced in the proper co-operative spirit, having its rules framed by the late E. V. Neale, Esq., barrister-at-law, of the Co-operative Union, Limited, and has continued to divide its profits with great success amongst its workpeople, its customers, and shareholders. The sales for the first half-year were 168/ 5s. 1d., and the sales of the last half-year ending October 8th, 1892, were 5833/ 19s. 11½d. The employees number about 45 to 60, according to the season of the year. The goods as they leave the hands of the girls, are packed in cases, boxes, casks, etc. These are in turn taken by the various railway companies to the co-operative societies all over the kingdom, the capacity of the turnover often numbering as many as 10,000 bottles of pickles and 30,000 tins of health salt and other articles in a week's time, so that the time will soon arrive when no co-operative household will be without some article or other made co-operatively by this society, upon its table or shelf. The employees leave half their bonus in the society as share capital, so that by using the Sundries Society's productions individual co-operators help to create the ideal co-operative workshop, wherein every workman is part proprietor. We therefore appeal to all

co-operators to ask at their stores for the pickles, sauces, jellies, health salts, &c., &c. of the Co-operative Sundries Society's manufacture, as the goods are guaranteed absolutely pure, and money will be returned wherever an article does not give satisfaction. The capacity of our works is very great, and we consider our efforts merit the trade of co-operators in this and other countries. We have opened an export department, in which we are doing a large and rapidly increasing business. All societies are invited to become shareholders, as some of the largest societies have already done, including the Leeds Industrial, Bolton, Bury, Manchester Equitable, Pendleton, Hyde, Droylsden, Failsworth, Bradford (Yorkshire), and about a score of others.

Mr. Wood, public auditor, of the firm of Messrs. Appleby and Wood, accountants, Manchester, who is auditor for the society, said, in his remarks at the half-yearly meeting, ending April, 1892 :—

“That that Society was a commercial success, and that it was a perfectly safe investment for any society, since its dividends had been for the last three half-years $7\frac{1}{2}$ per cent., 10 per cent., and $7\frac{1}{2}$ per cent. on capital; 1s., 1s. 6d., and 1s. in the pound bonus on labour; and 4d., 6d., and 4d. in the pound on cash received for purchases. A reserve fund and a dividend reserve fund, together amounting to 297*l.* 18*s.* 11*d.* have been created in that period, which equals 17 per cent. of the share capital. From inquiries, he felt satisfied that the stocks were taken at healthy values, and the whole of the other assets were perfectly sound, thus proving, by the continuous favourable results, that the profits were of a *bonâ fide* character, and the management good.”

Any person or society may become a member of this society by paying 1s. 6d. for entrance fee, pass book, and rules, and subscribing to capital according to rule—viz., not less than 1*l.* for an individual, and not less than 10*l.* for a society.

PAISLEY

Co-operative Manufacturing Society Ltd.

MANUFACTURERS OF

Sarony, Cheviot, Tartan, and Serge Dress and Mantle Cloths, Cotton, Union, and Wool Shirting and Shirts, Skirtings, Skirts, Fine Flannels, Union Flannels, Shawls, Scarfs, Aprons, Bed Quilts, &c.

IN the summer of 1862 a few weavers and others, members of the Paisley Provident Co-operative Society, met to consider whether they could not carry the principle of Co-operation into the manufacture of goods, as they had shortly before done in their distribution. The result of these deliberations was this : They resolved on the formation of a society for the manufacture and sale of goods, and a provisional committee of seven persons were appointed to carry out the resolution.

Early in November, 1862, the first piece of cloth was woven.

The meetings of the committee were held in the house of the secretary, Mr. William Johnstone, 25, Cotton Street, Paisley, where for a time the yarns and goods of the society found warehouse room.

The first half-yearly meeting was held on May 5th, 1863. In May, 1864, a warehouse at No. 2 Gauze Street was taken for three years.

During 1868 the propriety of sharing profits with the purchasers was discussed and finally adopted. A year later it was agreed that dividend on wages be given to all workers of the society.

In 1873 the business was removed to 7, St. Mirren Street, where, being compelled to remove, they purchased for £2,040 the property at 114, Causeyside Street. Until 1870 the membership of the society consisted of individuals only. In that year the Paisley Equitable Co-operative Society took up one share, which has been increased at different times till it is now 200. By the end of 1873 twenty-four societies were members.

In 1870 the share and loan capital amounted to £1,177 and the sales for the year to £2,463. From this point the following figures record the state of the society, in periods of five years :—First, as to capital—for the year ending June, 1875, it had increased to £4,421, of which £2,403 was for shares. At 1880 share and loan capital was £6,174; at 1885 it

amounted to £9,166 ; and at June, 1890, the total share and loan capital was £19,546—shares £8,563, loans £10,983.

The sales for five years ending June, 1875, were £28,644 ; for those ending June, 1880, £34,783—an increase of fully £1,200 a year. For the five years ending June, 1885, the sales were £74,779—an increase of £8,000 a year. For the five years ending June, 1890, the sales were £154,563, or an increase of nearly £16,000. These figures show that during the past ten years the capital and sales have been doubled in each of these five years.

The amount paid in wages for the five years ending June, 1880, was £4,920 ; for those ending June, 1885, £13,369 ; and for those ending June, 1890, £31,463.

For the five years ending June, 1880, the dividend paid to purchasers was £550 ; to workers £68. For the five years ending 1885—to purchasers £2,056 ; to workers £279. For the five years ending 1890—to purchasers £6,837 ; to workers £873.

As a result of the growth of the society, a meeting of members in 1888 gave powers to the directors to proceed with the building of a factory and warehouse. During 1889 a site was fixed upon on the lands of Colinslee, and contracts were arranged for a factory and warehouse, also for 48 looms, and winding, &c., machines. By the end of March, 1890, all these looms were working.

At a general meeting of members, held on the 9th of August, 1890, further powers were given to the directors, and a large addition to the original factory has been completed. The weaving shed is now capable of accommodating about 200 power looms (100 are already laid down and fully employed); also beaming and winding machines.

During the past three years (1891, 1892 and 1893), the growth of the society has been fully maintained.

At the half-yearly balance, December, 1893, the membership consisted of 237 societies, holding 9,472 shares, and 1,069 individuals, holding 9,351 shares; total 1,306 members, 18,823 shares.

Share and loan capital £49,536.

Expended on property and machinery, £24,631.

Reduction made on property and machinery, £3,195.

Nominal value of property and machinery, £21,419.

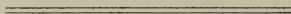
Sales for the year 1892, £53,938.

Sales for the year 1893, £52,973.

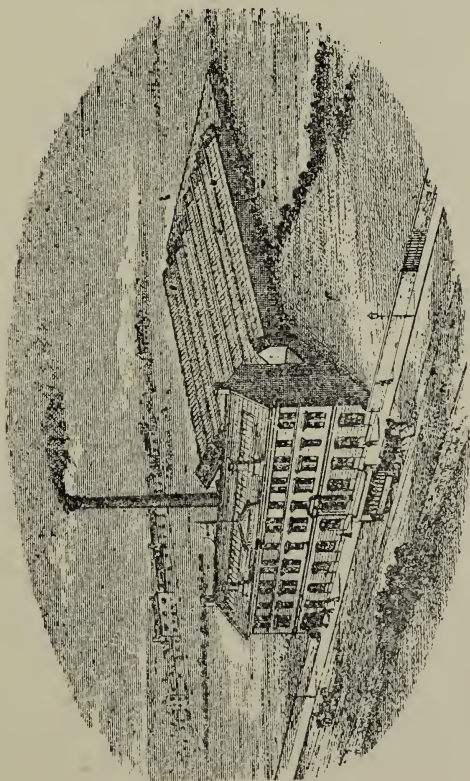
Wages paid for the year 1893, £10,269.

Dividend paid to purchasers, £1,145.

Dividend paid to wages, £256.



PAISLEY
Co-operative Manufacturing
—❧ SOCIETY LIMITED. ❧—



COLINSLEE WORKS.

Telegraphic Address : "PRODUCTION."
Telephone No. 128.

The Co-operative Padlock Society Ltd.

THE Walsall Padlock Society in February of this year attained its majority, the differences between the Trade Union and the Walsall masters having led to its formation in 1873. Its comparatively uneventful history, mainly one of gradual, steady progress, has been several times sketched and need not be repeated here. It has survived the dangers so peculiarly distressful and so often fatal to infancy ; it has struggled through times of depression, and has taken its share of the less lasting periods of prosperity ; it has run its race in the competitive world and has not come in last ; it has provided a new abode for itself, an abode now waiting for complete occupation until the long hoped for revival ; it has reached the age of maturity, and now, as its good friend Mr. Griffiths put it, it has entered into the bonds of matrimony.

In plain language this means that it has amalgamated with the Co-operative Cart Gear, Chain and Hame Manufacturing Society. For the sake of Productive Co-operation this has been done. It is thus in a new character that the Padlock Society comes before the Co-operative world—viz., that of Makers of Cart Gear Work, of Chains, and of Cart Hames. If Co-operators do not need padlocks to any great extent, it must be that our larger stores find wanted many things for the equipment of their teams, besides articles under the same category for other purposes.

The Walsall Co-operators are in many things met by the competition of Cradley Heath work, which, as our readers know well, is produced largely by women-forgers, under the most debasing conditions, and for shameful remuneration. They ask the Co-operators of the country to help them to maintain a better state of things in the Walsall District, and to support them in their endeavour to lift the hitherto vainly struggling Cart Gear and Chain Trade to a position of stability—success or failure in which effort will mean a great deal to the cause of labour in these trades.

CO-OPERATIVE PADLOCK SOCIETY

LIMITED,

NEALE STREET, WALSALL.

ESTABLISHED 1873.

MANUFACTURERS OF

Padlocks

In Iron and Brass in all qualities.

Cart Hames,

Brass and Iron, all patterns.

Cart Gear,

Breeching Chains, Bellyband and Backband
Irons, Hip-strap Chains, Trace End Chains,
Buckles, Rings, etc., etc.

Chains.

Curb Chains, Manger Chains, Pillar Chains,
Dog Chains, Coil Chains, etc.

Spring Hooks

and Billets, Swivels, etc., etc.

Societies' requirements for any of the above
or similar work will be promptly attended to,
and invoiced at reasonable prices.

PRICE LISTS ON APPLICATION.

DEPÔT FOR CO-OPERATIVE PRODUCTIONS,

36, Hart Street, Bloomsbury, W.C.

NEAR BRITISH MUSEUM.

THE Depôt for Co-operative Productions is open for the sale of goods produced in Co-operative Workshops.

We ask for the support not only of Trades Unionists and Co-operators, but of the general public, feeling assured that there are many who would prefer to buy goods produced under fair conditions, and under a system that gives the workers an opportunity to remove the present industrial evils.

Boots, Hosiery, Shirts, Shirting

FLANNELETTES, LININGS, WRAPS, RUGS,

SCOTCH TWEED AND GOLD MEDAL CLOTHS,

Cutlery, Needles,

MATS, BROOMS, COCOA,

SEEDS, GARDEN REQUISITES, ETC.,

KEPT IN STOCK.

TAILORING IN OUR OWN WORKSHOPS.

THE
HEBDEN BRIDGE FUSTIAN

Manufacturing Co-operative Society Limited,

MANUFACTURERS OF

Cords, Moleskins, Velveteens, Twills, &c.

IN EVERY VARIETY, ALSO

FUSTIAN READY-MADE CLOTHING.

**Agents: Co-operative Wholesale Societies, Manchester,
Newcastle, London, and Glasgow.**

Works: NUTCLOUGH, HEBDEN BRIDGE.

THIS Society was started in September, 1870. It originated among a few fustian cutters, who hoped by subscription of threepence per week to raise capital enough to employ themselves. At first it was intended to be partly a friendly and burial society, but it was understood the funds would be available for establishing a fustian cutting and dyeing association to employ its members.

At the end of the first half-year the share capital amounted to £83, trade done £55, and profit £3 1s. 8d. after paying £6 11s. 10d. formation expenses. The number of members was 95.

The society carried on its work in rented premises until 1874, when the Nutclough estate was purchased at a cost of £7,000, and a department was added for dyeing and finishing fustians.

In 1886 a weaving shed was built by the society, which now holds 224 looms for the manufacture of fustians, &c.

The trade of the society, which, in the first half-year amounted to £55, at the end of—

1875	amounted to	£17,432	for the year.
1880	„ „	£18,625	„ „
1885	„ „	£24,393	„ „
1890	„ „	£38,794	„ „
1893	„ „	£40,060	„ „

The total turnover of the society since its formation amounts to £520,470.

The total number of members is 764, made up as follows :—

Co-operative Societies	-	-	-	282
Workers	-	-	-	283
Individuals	-	-	-	199
				<hr/>
				764

The number of workpeople employed by the society is 294.

Share Capital.—At the end of December, 1870, the total share capital amounted to £83. At the close of December, 1893, it had risen to £24,497, as follows :

Co-operative Societies	-	-	£10,096
Workers	-	-	£6,393
Individuals	-	-	£8,008
			<hr/>
			£24,497

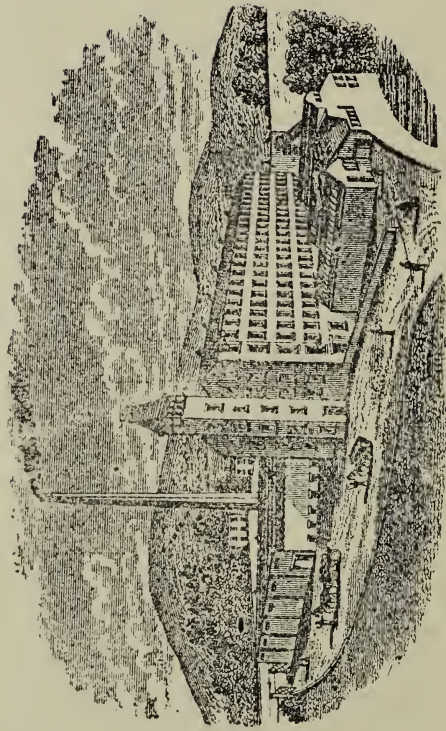
Profits.—These are divided as follows :—5 per cent. to capital (no second division), and the remainder, after providing for reserve, insurance, and educational funds, is divided at an equal rate per £ between co-operative societies who are members of the society, in proportion to the trade done, and the workers, in proportion to the wages earned.

The total profits for 1893 amounted to £4,441 3s. 9d.

	£	s.	d.
Interest on Shares	-	-	1201 12 2
Dividend on Purchases	-		1452 12 6
„ Labour	-	-	581 15 0
Reserve Fund & Insurance Fund	1130	0	0
Educational Fund	-	-	60 0 0
Balance	-	-	15 4 1
			<hr/>
			£4441 3 9

The Profits of the workers are credited to shares until £20 is invested, and they are allowed to take up shares to the extent of £100, which gives them a thorough interest in the society. £4,423 10s. 6d. has been paid as bonus on wages since the formation of the society.

Manufacturers of Cords, Moleskins, Velveteens, Twills, &c., in every variety;
also Ready-made Clothing.



VIEW OF WORKS OF THE

HEBDEN BRIDGE FUSTIAN MANUFACTURING CO-OPERATIVE SOCIETY Limited,
Nutclough.

THE LEICESTER
CO-OPERATIVE PRINTING SOCIETY
LIMITED.

WORKS: VAUXHALL STREET, LEICESTER.

THIS Society owes its existence to the combined efforts of co-operators and trade unionists, the primary object of each of these bodies being to raise the social position of the working classes, and, with this object in view, a meeting was convened on Saturday, January 23rd, 1892, for the purpose of taking into consideration the best means of furthering the principles of co-operative production. The feeling of the meeting being unanimous in favour of the principle, and a determination to add some other industry to the two co-operative productive societies already existing in Leicester, various trades were suggested as being favourable for commencing a productive society, but the general feeling was in favour of the printing trade, and a resolution was passed appointing a committee to formulate a scheme for starting a Co-operative Printing Society. Numerous meetings were subsequently held; necessary arrangements were made; and applications for shares invited; and on April 9th twenty-four shares were taken, additional shares being

taken each week until May 7th, when a public meeting was held in the Co-operative Hall, to urge the claims of this new Society to the sympathy and support of trade unionists and co-operators. The meeting was well attended, and an evidently favourable impression made from the gratifying fact that shares were afterwards taken, making a total of over 80, which have steadily increased up to the present time when 597 shares are held by 105 individual and seven society members.

A first-class plant has been laid down, and we have every confidence in appealing for the support of co-operators and trades unionists. Special attention is given to the requirements of customers, and all orders for

Printing,

Bookbinding,

and Stationery,

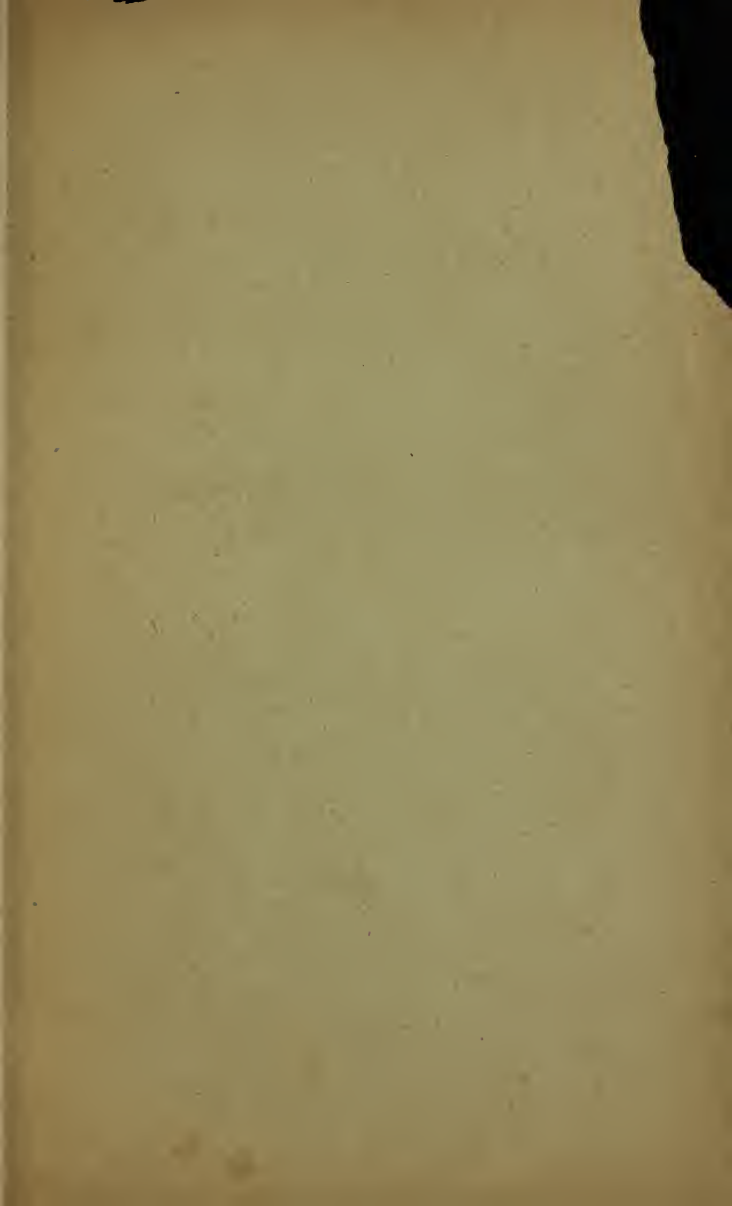
are executed with promptitude and by a staff of thoroughly competent workmen.

Our trade is steadily increasing, and with more capital at our disposal we are assured of doing a very much larger business.

Individuals and societies are earnestly invited in addition to giving us a trial, to assist us by taking shares, which will prove to be a good and sound investment for their capital.

The Secretary will be pleased to give any further information on application to the Works,

VAUXHALL STREET, LEICESTER.



UNIVERSITY OF ILLINOIS — URBANA



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LEICESTER :

CO-OPERATIVE PRINTING SOCIETY LIMITED,
VAUXHALL STREET, CAUSEWAY LANE